

Special Report
on
CIA Employees Selected for
MIDCAREER EXECUTIVE DEVELOPMENT COURSE

I. INTRODUCTION

On 29 March 1963 CIA launched a new Midcareer Training Program designed to identify promising midcareerists and prepare them through special training for advancement to positions of senior responsibility. Sponsors of this new program viewed it as one of the essential foundation blocks in the Agency's career development structure, complementing long-established programs for inducting and training junior officers and for training and development of senior officers through use of the various Senior Schools.

25X1A

██████████ which announced the new Midcareer Program asked Career Service Heads to "evaluate critically all employees now in or later promoted to grade GS-13 [or 14] and identify those who should participate in the midcareer training program." For candidates identified in this manner, an individually tailored developmental program of not more than 5 years was to be prepared. A special feature of the program was to be a 6 weeks "core" course conducted by the Office of Training for those midcareerists considered most likely to reach senior managerial levels. The first running of this Midcareer Executive Development Course began 7 October 1963. It has been repeated 3 times a year with 30 students in each class. The 5th course began 11 January 1965. Thus, to date, 150 employees have been selected for this challenging opportunity.

- Where have they come from?
- What are they like?
- And what are their expectations?

Some answers and comments on these and related questions are the subject of this report.

II. MIDCAREERISTS

Let's develop some statistical pictures of our midcareerists -- the 150 tapped so far to attend the Executive Development Course -- and relate them to: (1) selection criteria established for participants, and (2) their probable career prospects. Perhaps this process will suggest some useful observations about the Midcareer Program.

A. Selection Criteria

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Action Memorandum A-388 (23 June '64) supplements the selection criteria for midcareerists that appeared in █████ and lays out ground rules for Career Services to follow in making their choices. A-388 cites 3 key criteria:

Grade - GS-13 (or young, recently promoted 14)

Age - 35-45

Potential - demonstrated potential to be promoted eventually to GS-15 or higher.

An additional criterion is specified in A-388 for candidates who attend the Midcareer Executive Development Course; they are to be the midcareerists considered "most likely to be assigned to executive or managerial responsibility at the senior levels."

B. Annual Quotas

As noted earlier, the Midcareer Executive Development Course (designed to prepare candidates for managerial positions at and above the GS-15 level) is offered 3 times a year to 30-man classes. This means a quota of 90 students per year. How does that figure compare with future annual requirements for new GS-15 managers?

25X9A2

To begin with, on 31 August 1964 CIA had [redacted] positions at or above the GS-15 level. No breakdown is available to show how many of these positions are managerial but, considering the Agency's rotation policies, it is safe to assume that at least 90% of the employees who fill them must at some time after reaching GS-15 perform duties involving managerial or executive responsibilities. On the same date -- 31 August 1964 -- the Agency had [redacted] employees GS-15 and above. Of this number, slightly more than [redacted] were age 50 or above, and another [redacted] were 45-49 years of age. 25X9A2

25X9A2

The precise number of employees who can expect in years to come to move up to GS-15 is a matter of conjecture. [redacted] made the jump in FY '63, another [redacted] in FY '64. During the next 3-4 years the number will doubtless be smaller. But after that, according to present projections, the curve will go up so that for at least the 10 years following FY '69 the annual figure should be in the range from [redacted]. Applying our "90% managerial ratio", this means an annual requirement for about [redacted] new GS-15 managers during the target 25X9A2 years for which we are now preparing midcareerists. 25X9A2

From the foregoing, it is clear that if our senior managers of the future are to be products of the Midcareer Executive Development Course, then class quotas must be raised. Attrition will probably cut 10%-15% from each class before its members can reach GS-15. And, of course, some margin of error, say 15%-25%, must be allowed for those who fail to meet expectations, particularly if we continue to try to select them at the GS-13 level. Thus, to supply in 5-15 years hence an average of 100 new managers a year, we should currently be training annually at least 150 midcareerists.

C. Distribution by Career Service

TAB A presents a complete picture of the distribution of our 150 midcareerists by: Career Service, grade, and age. The first two of these elements are

summarized in the table below:

<u>CAREER SERVICE</u>	<u>GRADE</u>		
	<u>GS-14</u>	<u>GS-13</u>	<u>TOTAL</u>
DCI Group	-	3	3
DDS&T Group	9	7	16
DDP Group	5	42	47
<u>DDI Group</u>	<u>14</u>	<u>27</u>	<u>41</u>
I	-	1	
OBI	1	-	
OCI	1	5	
OCR	-	9	
WBIS	1	2	
OO/C	2	4	
NPIC	3	3	
ORR	6	3	
<u>DDS Group</u>	<u>9</u>	<u>34</u>	<u>43</u>
S	1	4	
COMMO	2	7	
FINANCE	-	5	
LOGISTICS	-	5	
MEDICAL	-	2	
PERSONNEL	1	4	
SECURITY	-	6	
TRAINING	5	1	
<u>TOTAL</u>	<u>37</u>	<u>113</u>	<u>150</u>

Let's see how the above distribution, by Career Service Group, compares with the proportion of senior positions in each of these groups.

<u>CS Group</u>	<u>Positions GS-15 & Above</u>		<u>Midcareerists</u>	
	<u>Total</u>	<u>%</u>	<u>%</u>	<u>Total</u>
DCI		6%		3
DDS&T		11%		16
DDI		22%		41
DDS		21%		43
DDP		40%		47
<u>TOTALS</u>	<u>37</u>	<u>100%</u>	<u>150</u>	<u>25X1A</u>

25X9A2

Since DCI draws many of its senior officers from other Career Services, perhaps its present percentage of the midcareer quota is about right. DDS&T, too, seems in line. But adjustments are clearly indicated in the distribution of quotas among DDI, DDS, and DDP.

It is premature, perhaps, to comment on the allocation of quotas among the individual Career Services of DDI and DDS; too few classes have been held. But it is obvious that, to date, quotas sometimes bear little relationship to the proportion of senior positions in a Service to which its trainees can aspire. For example, OCR and ORR have selected the same number of mid-careerists (9); yet ORR has 67 senior positions against OCR's 17. Similarly, Personnel and Logistics have each picked 5 midcareerists even though Logistics has 31 senior positions against Personnel's 15.

D. Age and Grade Distribution

Of the 150 midcareerists in our study group, 37 were GS-14 when they attended the Executive Development Course, 113 were GS-13. The following table depicts their age distribution by grade.

Grade	AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
GS-14																			37
	1	2	1	1	3	3	4	4	5	2	4	2	4	1	-	-	-		
GS-13	1	2	6	9	9	7	17	7	8	10	7	11	6	2	5	3	-	3	113
Total	1	3	8	10	10	10	20	11	12	15	9	15	8	6	6	3	-	3	150

Note that GS-14 midcareerists had a median age of 40, 13's a median age of 39. The senior officers whom they can expect to succeed followed this age pattern, as of 30 June '64:

Grade	Avg. Age	TOTAL	Under						60 & Over		
			35	35-39	40-44	45-49	50-54	55-59			
GS-18	53.5										
GS-17	49.5										
GS-16	48.2										
GS-15	47.8										
TOTALS											
GS-14	45.5										
GS-13	43.1										

25X9A2

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In each of Fiscal Years '63 and '64, the average age of CIA officers promoted to senior rank (i.e., GS-14 to 15) was 43.8. This fact, combined with data in the preceding table, suggests the need for adjustments in our age criteria for midcareerists. Exceedingly few GS-13's now over 40 can realistically expect to reach GS-15, because the officers they must succeed are too near their own age. Most GS-14's in the mid-40's face the same dilemma.

Instead of our present age requirement of 35-45 for midcareerists, a more realistic spread is probably about 32-42. Better yet, since for all practical purposes grade requirements take care of minimum ages, why not set merely an upper limit of, say, 41 for GS-13's and 43 for 14's? This would bring our age groupings more closely in line with those of several other well established midcareer programs. For instance, the military services pick "midcareer officers" for the Armed Forces Staff College from among Majors and Lt. Colonels with up to 19 years of service (this generally means up to 41 years of age.) And Harvard Business School, in its popular course for "middle managers", sets an age limit of 40. Such age criteria stem from the fact that, as with CIA members, military officers and business leaders who reach senior rank usually do so in their early or mid-40's.

E. Miscellaneous

TAB B contains class rosters for the 5 Executive Development Courses. They show that, to date, only 2 women have been selected for midcareer training.

Academically, the classes looked like this:

CLASS	ACADEMIC DEGREE					TOTAL
	AB	MA	PhD	LAW	NONE	
Class #1	15	8	2	2	3	30
Class #2	17	8	-	-	5	30
Class #3	10	8	2	1	9	30
Class #4	16	7	-	1	6	30
Class #5	12	10	2	-	6	30
TOTALS	70	41	6	4	29	150

Remarks about individual midcareerists have purposely been avoided. However, it is difficult to pass silently by the 46 year old GS-13 in Class #2 who 8 years earlier was enrolled under CIA sponsorship in a 10-month Senior School!

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III. SUMMARY

This report presents information about the 150 CIA employees who since 1963 have attended the Agency's Midcareer Executive Development Course. After noting the criteria established for their selection, the report attempts to relate these criteria to the age, grade, and Career Service of the trainees involved. From this process 3 main observations have emerged:

1. Annual Quotas

If, in years to come, CIA's senior managers are to be products of the Midcareer Executive Development Course, our current output of 90 a year is too small; it should be at least 150. If this goal cannot be achieved now by offering more frequent courses or increasing their size, then until it can be done, the great preponderance of trainees should be picked from among our most promising young GS-14 managerial candidates.

2. Distribution by Career Service

The proportion of trainees in the Executive Development Course drawn from each Career Service should bear a closer relationship to the future requirements of those Services for senior managers. This is not meant to suggest rigid quotas, particularly below the directorate level, but is a plea for recognition of the relation that ought to exist between hope and opportunity.

3. Age

Present age requirements for midcareerists are too high. Instead of specifying a 35-45 year age span, we should merely set upper limits. And current age-grade patterns among Agency personnel suggest that these limits ought to approximate:

41 for GS-13

43 for GS-14

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GS-14 MIDCAREERISTS

MIDCAREER EXECUTIVE DEVELOPMENT COURSES 1-5

Distribution by Age & Career Service

Career Service	AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
DCI																			0
DDS&T																			-
OCS									1										2
OEL										1	1								2
ORD		1																	1
OSA																			0
OSI				1	1	1		1											4
DDI																			-
I																			0
OBI																		1	
OCI											1								1
OCR																			0
██████████ STATSPEC			1																1
OO/C										1									2
NPIC		2			1														3
ORR						2	1	1	1	1	1								6
DDS																			-
S			1																1
COMMO						1	1												2
FINANCE																			0
LOGISTICS																			0
MEDICAL																			0
PERSONNEL																1			1
SECURITY																			0
TRAINING									1	1	2	1							5
DDP					1	1			1	1	1								5
TOTAL	1	2	1	1	3	3	4	4	5	2	4	2	4	1	-	-	-		37

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GS-13 MIDCAREERISTS

MIDCAREER EXECUTIVE DEVELOPMENT COURSES 1-5

Distribution by Age & Career Service

Career Service		AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
		32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
DCI																				-
CABLE SEC																				1
AUDIT																				1
OGC																				1
DDS&T																				-
OCS																				2
OEL																				3
ORD																				0
OSA																				1
OSI																				1
DDI																				-
I																				1
OBI																				0
OCT																				5
OCR																				9
████████	STATSPEC																			2
OO/C																				4
NPIC																				3
ORR																				3
DDS																				-
S																				4
COMMO																				7
FINANCE																				5
LOGISTICS																				5
MEDICAL																				2
PERSONNEL																				4
SECURITY																				6
TRAINING																				1
DDP																				42
TOTAL	1	2	6	9	9	7	17	7	8	10	7	11	6	2	5	3	-	3	113	

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE #17 October - 15 November 1963

	<u>Name</u>	<u>Career Service</u>	<u>Degree</u>	<u>Age</u>	<u>Grade</u>	<u>Date of Grade</u>
<u>DCI</u>	25X1A9a					
		E (Cab. Sec.)	None	44	GS-13	1956
<u>DD/S&T</u>	25X1A9a					
		R (OEL) R (OSI)	MA BS	41 36	GS-14 GS-13	1961 1961
<u>DD/P</u>	25X1A9a					
		D	AB	38	GS-13	1960
		D	LLB	38	GS-13	1962
		D	MA	38	GS-14	1963
		D	AB	37	GS-13	1963
		D	BS	43	GS-13	1962
		D	AB	39	GS-13	1961
		D	BS	43	GS-13	1958
		D	BS	37	GS-13	1961
		D	MA	40	GS-13	1962
<u>DD/I</u>	25X1A9a					
		IR	MA	41	GS-14	1960
		IC	PhD	38	GS-13	1958
		IOB	MA	43	GS-13	1960
		IR	MS	40	GS-14	1957
		IC	AB	39	GS-13	1961
		IB	MA	43	GS-14	1958
		ID	AB	33	GS-13	1962
		IOC	BS	43	GS-13	1955
<u>DD/S</u>	25X1A9a					
		SM	None	34	GS-13	1961
		ST	MA	44	GS-14	1962
		ST	AB	42	GS-14	1962
		SL	LLB	35	GS-13	1961
		SC	None	38	GS-13	1959
		SF	BS	42	GS-13	1956
		SP	PhD	44	GS-13	1956
		S	AB	36	GS-13	1960
		SS	BS	46	GS-13	1957
		SS	BS	34	GS-13	1961

NOTES: 1. Grade is shown as of date course ended.

2. Age is computed as of year course occurred; birth months are ignored.

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE #2

13 January - 20 February 1964

	<u>Name</u>	<u>Career Service</u>	<u>Degree</u>	<u>Age</u>	<u>Grade</u>	<u>Date of Grade</u>
<u>DCI</u>	25X1A9a					
		E (Audit)	AB	40	GS-13	1962
<u>DD/S&T</u>	25X1A9a					
		R (OSI)	AB	37	GS-14	1963
		R (OEL)	BS	43	GS-14	1957
		R (OCS)	AB	38	GS-13	1961
<u>DD/P</u>	25X1A9a					
		D	None	46	GS-13	1960
		D	MA	46	GS-13	1952
		D	None	41	GS-13	1959
		D	BS	43	GS-13	1956
		D	BS	36	GS-13	1962
		D	AB	39	GS-13	1961
		D	AB	37	GS-13	1958
		D	AB	40	GS-13	1957
		D	BS	36	GS-13	1962
<u>DD/I</u>	25X1A9a					
		IC	MA	34	GS-13	1962
		IP	BS	36	GS-13	1962
		ID	MA	38	GS-13	1961
		ID	MA	49	GS-13	1958
		IR	MA	36	GS-13	1962
		IR	MA	38	GS-13	1963
		IOB	AB	36	GS-14	1960
		IR	MA	39	GS-14	1962
<u>DD/S</u>	25X1A9a					
		SP	None	41	GS-13	1960
		S	AB	35	GS-14	1963
		SC	AB	41	GS-13	1957
		SS	AB	38	GS-13	1961
		SL	MA	49	GS-13	1957
		SM	None	43	GS-13	1962
		SF	BS	49	GS-13	1958
		SC	None	38	GS-14	1963
		ST	AB	44	GS-14	1963

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE #3

20 April - 28 May 1964

	<u>Name</u>	<u>Career Service</u>	<u>Degree</u>	<u>Age</u>	<u>Grade</u>	<u>Date of Grade</u>
<u>DCI</u>	25X1A9a					
		EL (OGC)	LLM	35	GS-13	1962
<u>DD/S&T</u>	25X1A9a					
		R (OCS)	None	47	GS-13	1961
		R (OEL)	None	44	GS-13	1959
		R (OSI)	BS	39	GS-14	1961
<u>DD/P</u>	25X1A9a					
		D	MA	41	GS-13	1963
		D	MA	37	GS-13	1962
		D	None	42	GS-13	1957
		D	None	42	GS-13	1959
		D	MS	41	GS-13	1956
		D	AB	35	GS-13	1963
		D	AB	36	GS-13	1961
		D	MA	40	GS-14	1957
		D	None	38	GS-13	1961
<u>DD/I</u>	25X1A9a					
		ID	None	40	GS-13	1955
		IP	AB	34	GS-14	1962
		IC	PhD	36	GS-13	1963
		IP	AB	34	GS-14	1962
		IR	BS	39	GS-14	1962
		IOC	BS	40	GS-13	1962
		IR	MS	39	GS-13	1961
		ID	MS	34	GS-13	1962
		IOC	MA	43	GS-13	1960
<u>DD/S</u>	25X1A9a					
		SP	None	45	GS-14	1963
		SL	AB	47	GS-13	1961
		SC	None	39	GS-14	1962
		SS	AB	38	GS-13	1958
		SA	MA	43	GS-13	1962
		SF	BS	40	GS-13	1957
		SC	None	34	GS-13	1962
		ST	PhD	45	GS-14	1963

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE #4

20 September - 30 October 1964

<u>Name</u>	<u>Career Service</u>	<u>Degree</u>	<u>Age</u>	<u>Grade</u>	<u>Date of Grade</u>	
<u>DD/S&T</u>	25X1A9a					
		R (OEL)	None	43	GS-13	1963
		R (ORD)	MS	33	GS-14	1964
		R (OCS)	AB	45	GS-14	1962
		R (OSA)	BS	32	GS-13	1963
<u>DD/P</u>	25X1A9a					
		D	MA	46	GS-13	1963
		D	MA	37	GS-13	1960
		D	LLB	42	GS-13	1961
		D	BA	35	GS-13	1962
		D	AB	38	GS-13	1960
		D	None	35	GS-13	1963
		D	BS	43	GS-14	1958
		D	BS	37	GS-13	1962
		D	MA	41	GS-14	1964
		D	BS	38	GS-13	1961
<u>DD/I</u>	25X1A9a					
		ID	AB	35	GS-13	1963
		IP	BS	37	GS-14	1964
		IR	BME	45	GS-14	1954
*		IOB	None	41	GS-13	1964
		IC	AB	43	GS-13	1961
		IOC	MA	44	GS-13	1956
		ID	MA	43	GS-13	1964
		IP	MA	35	GS-13	1964
<u>DD/S</u>	25X1A9a					
		ST	AB	41	GS-13	1960
		SC	None	38	GS-13	1961
		SL	BS	45	GS-13	1961
		SF	BS	39	GS-13	1957
		SP	None	45	GS-13	1956
		S	AB	35	GS-13	1962
		SC	None	44	GS-13	1959
		SS	BS	35	GS-13	1961

*Denotes female student

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE #5

11 January - 19 February 1965

	<u>Name</u>	<u>Career Service</u>	<u>Degree</u>	<u>Age</u>	<u>Grade</u>	<u>Date of Grade</u>
<u>DD/S&T</u>	25X1A9a	—				
		R (OSI)	PhD	40	GS-14	1961
		R (OCS)	BS	40	GS-14	1963
		R (OEL)	None	47	GS-13	1963
		R (OSI)	MA	38	GS-14	1963
<u>DD/P</u>	25X1A9a	D	MA	33	GS-13	1964
		D	AB	39	GS-13	1962
		D	MA	41	GS-13	1960
		D	AB	38	GS-13	1962
		D	MA	39	GS-13	1961
		D	AB	42	GS-13	1963
		D	PhD	36	GS-13	1962
		D	None	37	GS-14	1962
		D	AB	40	GS-13	1958
		D	AB	37	GS-13	1958
<u>DD/I</u>	25X1A9a	ID	AB	46	GS-13	1962
		IC	MA	42	GS-14	1961
		IP	BS	34	GS-13	1962
		IOC	None	41	GS-14	1957
		I	BS	38	GS-13	1960
		IOC	AB	46	GS-14	1958
		ID	MA	41	GS-13	1958
		IR	MS	43	GS-14	1963
<u>DD/S</u>	25X1A9a	S	AB	40	GS-13	1963
		SC	None	41	GS-13	1963
		SF	MS	38	GS-13	1962
		SL	AB	42	GS-13	1963
		SC	None	38	GS-13	1962
		ST	BS	41	GS-14	1961
		SP	BS	44	GS-13	1960
		SS	None	42	GS-13	1961

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